



Fund

## **Fund Council**

**11<sup>th</sup> Meeting (FC11)—Mexico City, Mexico**  
**May 7-8, 2014**

### ***WORKING DOCUMENT***

*Cover Note with the Consortium's "gender"  
submission to FC11*

*Submitted by:*  
*Consortium Office*



**Cover Note with the Consortium's "gender" submission to FC11**

To: CGIAR Fund Council

From: CEO, CGIAR Consortium

Date: April 16, 2014

The minutes of FC10 state that: The Consortium should provide the Fund Council with a comprehensive framework that includes all elements of the Consortium's plan on gender and diversity, in both research and staffing. The framework should clearly indicate who is responsible for the gender outcomes and progress in the CRPs, and who is responsible for the system capacity and the Consortium's performance.

The FC also has provided the Consortium with a template to be used to report its gender and diversity performance at every future FC meeting.

The Consortium Level Gender Strategy (2011) addresses gender mainstreaming in research and gender and diversity in the workplace as two, mutually reinforcing branches of an integral plan designed to ensure that the Consortium's portfolio of research programs can recruit and retain the best talent for delivering concrete results for poor rural women through gender – responsive research. Therefore, we wish to emphasize that the presentation here of two documents – the Gender Action Plan for Research and a First Gender and Diversity Performance Report together with the plans for development of a Gender and Diversity in the Workplace strategy are interdependent components of the overarching Consortium Level Gender Strategy.

**1. Gender in Research**

With this cover note, the Consortium submits to FC11 a revised version of the document "Proposed Actions to Speed Up Gender Research Mainstreaming in CGIAR" discussed at FC10 in November, 2013 and provisionally approved there. This document addresses the request in the Minutes of the Fund Council Meeting for the Consortium to provide "*a plan which offers clarity on how gender equality will be captured in the IDOs, how accountability will be ensured and an explanation of the cost and substance of the post-doctoral fellow program.*" In addition, it addresses a number of specific points arising from the FC discussion that refer to gender in research.

## **2. Gender and Diversity in the workplace: development of a strategy**

The issue of “gender and diversity in the workplace” has been put on the Consortium’s agenda as a priority issue by the FC in November 2014. Progress on this front has admittedly been slow in the CGIAR system. Before the reform there was a “Gender and Diversity program”, led by Vicki Wilde, which morphed into the AWARD program. The G&D program provided resources and advice, but did not engage in setting targets, or holding Centers accountable. To date, there has been very little cross-Center engagement with respect to human resources management, i.e. the issue has been left to the centers. Currently there is no strategic HR capacity in the Consortium Office.

The PwC 2<sup>nd</sup> phase governance review recommended to establish a new (additional) senior strategic HR position in the Consortium Office, in order to facilitate and catalyze cross-center HR projects and change management. This position provides a comparable level of support to Gender and Diversity as is currently supplied by the Consortium’s full-time staff position of senior advisor on gender and research, and will ensure that work on these two branches of the overall Consortium Gender Strategy (2011) for gender mainstreaming are mutually reinforcing. This recommendation was accepted by the Centers and Consortium Board, and proposed to the FC in November as part of the Consortium’s 2014 budget, but not approved by the FC. At that same meeting in November 2013 the FC did request the Consortium to start reporting on gender and diversity in the workplace performance, to develop a CGIAR Gender and Diversity (in the workplace) Strategy – which we perceive to be primarily a matter of “strategic HR”. In order to resource this new work on a Gender and Diversity Strategy (the HR consultant and the work of the HR working group and community of practice) the Consortium is requesting the Fund Council to supplement its 2014 budget with \$150 thousand.

The CO has already initiated work to produce a Gender and Diversity Strategy in January 2014. A complete workforce survey was already in the pipeline (initiated in 2013) to generate system-wide baseline data that will inform the strategy. A consultant (former G&D and AWARD consultant Bob Moore) was contracted to prepare work on the strategy. A working group of HR managers has been established. A half day “gender workshop” was organized with all DGs of the CGIAR Centers during their meeting in Dar es Salaam in March. At this meeting the DGs confirmed their support for the development of the strategy and mandated their HR managers

to take the lead in this work with the Consortium Office. The HR Community of Practice meets in late June at the CO in Montpellier and will address the strategy as a priority issue.

The proposed institutional outcome of a Gender and Diversity Strategy is a CGIAR system where:

1. Gender is fully integrated into priority setting, research design and implementation, and final evaluations such that interventions do no harm or worsen existing gender inequities and also empower women.
2. Women seeking careers in agricultural research for development, food and nutrition security and poverty reduction find CGIAR as the best employer to join up.
3. The unique contributions of women and men are equally recognized, and where all employees interact in mutually respectful ways regardless of sex (including gender identity), race, creed, national origin, sexual orientation, marital status, disability, age, or other non-merit factors.

The Gender and Diversity Strategy document will be completed in 2014 and presented to the October Consortium Board and November Fund Council meetings. The key issues the strategy will address are grouped into actions related to recruitment, development and retention.

While the FC initial focus has been on gender balance in leadership positions, the strategy will also deal with other gender staffing issues and with diversity issues, for example:

- A key conclusion from the 2008 Gender and Diversity survey was that only 8% of the principal scientists in the system were female. The analysis to prepare for the strategy will follow up on this issue.
- An important diversity issue in the CGIAR is the position of different groups of staff, e.g. locally or nationally recruited staff versus internationally recruited staff, with perceived or real inequitable treatment.
- Given the ethnic differences among the population in the locations where CGIAR Centers operate, the equitable treatment of different ethnic groups in CGIAR Centers is also a potential concern.
- Given the wide variation in government policies and laws affecting different groups of staff in the countries where CGIAR Centers operate, such as laws related to sexual orientation, CGIAR Centers have to ensure that they have policies in place that treat all staff fairly and equitably.



The strategy will identify priority issues; analyze these in the current CGIAR context, and propose actions to address undesirable situations and put in place the measures that will work towards the desired institutional outcome.

### **3. First CGIAR Consortium Gender and Diversity Performance Report**

With this cover note the Consortium also submits to FC11 the First CGIAR Consortium Gender and Diversity Monitoring report, using the FC provided template to the extent there are data available.

The two key conclusions of the report are that:

- The baseline of women in leadership positions is that 33% of the roughly 300 leadership positions in the CGIAR system are currently held by women.
- The funding allocated to gender research in the 2014 CRP programs of work and budget has increased from about 5% in 2013 to about 14% in 2014.

The Consortium proposes to either accept the FC proposed target of 50% women in leadership positions in 5 year, or propose an alternative target, once it has developed its Gender and Diversity (in the workplace) Strategy.

The Consortium believes that through the actions described in this note it is indeed putting into action the comprehensive framework provided by the 2011 Consortium Level Gender Strategy to deal with gender and diversity issues in research and staffing.